

ENTERPRISE GIS INITIATIVES AND PLANNING

COUNTY OF SAN MATEO
RFP NUMBER ISD1830



Contact:

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February 27, 2015

RE: Enterprise GIS Initiatives and Planning

Members of the Evaluation Committee:

Timmons Group is pleased to provide the County of San Mateo with our proposal for the Enterprise GIS Initiatives and Planning Project. We are extremely confident that we fully understand your project goals. We understand GIS, System and IT Architecture, Scalability, Integrations, and Governance, and welcome the opportunity to work with your team on this important and high-profile initiative.

The County faces both a challenge and opportunity with this project. Our firm is focused on partnering with organizations to help them to improve operations and more efficiently serve their constituents through analysis, planning and implementation. We have a long track record of working with organizations on understanding the components of Enterprise GIS and how to develop manageable GIS RoadMaps in an objective manner. Enterprise GIS Strategic Planning is a core business for Timmons Group and we encourage the evaluation committee to watch some of our past webinars here: <http://vimeo.com/98355525> and here <http://vimeo.com/61618105>.

To help the selection committee understand the unique value of our Team, please consider that:

- ✓ We are considered industry leaders in the development of GIS Diagnostics and RoadMaps.
- ✓ We routinely host learning webinars on IT and GIS planning, prioritization and governance.
- ✓ We have 90+ GIS professionals on staff with a wide variety of skills (technicians, programmers, system architects).
- ✓ We truly understand data governance and how to implement it.
- ✓ We have ex-Esri System Architecture and Design trainers on the team.
- ✓ We are highly-skilled at stakeholder engagement, refining requirements and consensus building.
- ✓ We are a long-standing Esri award-winning business partner and beta-testing member (by Esri invite only).
- ✓ We are well-versed in all facets of local government operations and departmental missions.
- ✓ We are leaders in mobile solutions and strategies, and are an extremely progressive organization.
- ✓ We understand new computing opportunities, the cloud, mobile and where computing is heading.

We consider ourselves to be leaders in GIS Analysis, Strategic Planning and GIS RoadMap development. The System Architects we have on staff and technical capacity we bring to this project is not a commodity. We have created manageable implementation plans for many clients, ranging from local governments and regional entities to federal agencies. Our largest client base is local and regional governments and we've been helping them with GIS planning for 20+ years. By partnering with Timmons Group, we will make certain that quality services are delivered on time and within budget.

We encourage you to talk about our firm with our clients. If you have any questions or need clarification on any item contained within this submittal, please contact me via e-mail at lowell.ballard@timmons.com or by telephone at 804.200.6951.

Sincerely



Lowell Ballard
Director, Geospatial Solutions for Timmons Group



FIRM QUALIFICATIONS AND EXPERIENCE

Who We Are

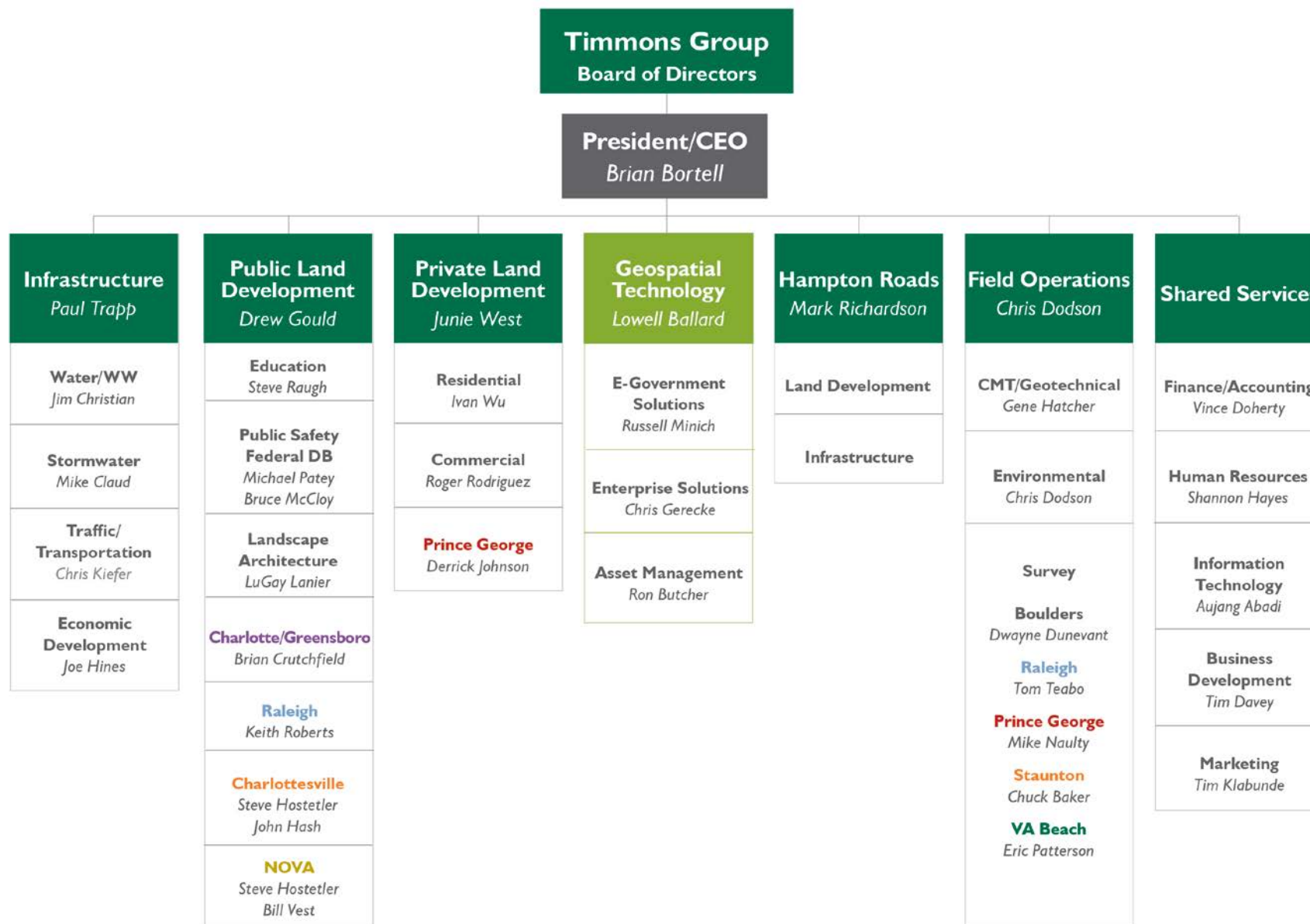
Timmons Group, founded in 1953 is a well-established large professional consulting firm, with over 325 employees, providing information technology, engineering and geospatial consulting services to public and private clients throughout the U.S. and Canada. We are financially stable and are well versed with all facets of GIS services. We have 90+ well versed GIS professionals available as resources but we will be assigning key personnel and subject matter experts to work closely with your project. Our geospatial information technology service offerings include requirements definition, strategic planning, implementation planning, infrastructure design, database design, data model development, application development, data conversion, field data collection, mobile and web development, system integration and implementation services.

Timmons Group is an international leader in innovative technology products and services. We offer extensive experience in GIS needs analysis, data analysis, and GIS planning using our GIS RoadMap services. We regularly host webinars and publish articles in industry magazines on geospatial strategic planning and implementing user-friendly solutions. Inspired by your vision, our client service teams solve technology challenges in imaginative and cost-effective ways. Our vast experience in providing geospatial-based solutions to all sizes of organizations enables us to offer you an excellent mix of expertise and proven processes for the development of a comprehensive solution.

On the following page is the organizational chart of our firm.



We pride ourselves in being technology experts that also understand what it means to implement an Enterprise GIS. From the systems to data, people and processes – we get it.





Office Locations

Timmons Group operates twelve offices in the Mid-Atlantic. All of our office locations are digitally connected, which allows us to tap into the collective experience of key staff, fully employing the support of all employees in the firm, as needed. Just as importantly, our teleconferencing, e-mail and Web-based communication capabilities allow us to easily and efficiently exchange graphical, drawing, and design information with other members of our design team and specialty consultants. Services for this project will be provided from our corporate office in Richmond, VA.

Additionally, we have successfully provided services similar to those as outlined in the RFP throughout the Country.

Geospatial Technology Background

As our extensive portfolio illustrates, we have successfully completed hundreds of GIS projects delivering integrated data management and planning solutions. Timmons Group has gained significant experience in understanding complex business processes and in managing the politics of GIS implementations. We offer a professional project staff with the experience and ability required to ensure a successful project and look forward to sharing our ideas and solutions for your project.

From our GIS technicians to our database managers, programmers, systems engineers, consultants and project managers; our award-winning team provides the unique ability to understand your vision and offer a solution tailored to your mission-critical business requirements.

Disciplines

- Cross-Platform Mobile Application Development
- Land Records Management Solutions
- Enterprise Design, Development, and Implementation
- Advanced Technology and Applications Development
- E-government Planning and Implementation
- Systems Integration Planning and Implementation
- Asset Inventory and Computerized Maintenance and Management Systems
- IT and Geospatial Integration
- 3-D Visualization Integration
- E 9-1-1 and Public Safety Integration Planning and Implementation
- Transportation Geospatial Solutions



**AUTHORIZED
BUSINESS PARTNER**

Success Built on Trusted Partnerships

Timmons Group has built our GIS business by focusing on the most important aspect of our projects, client success. This success has been gained through developing trusted partner relationships with our clients. Our clients value our breadth of industry knowledge and our depth of GIS resources we bring to bear on their GIS development projects.

Firm Understanding of Local Governments

Timmons Group has built our GIS business on understanding local governments. They far-and-away represent the largest client type for our company. We understand every aspect of local government. From planning, to design, to execution – we support all facets. We have provided solutions to support



every agency within local government including: planning, zoning, fire, EMS, economic development, utilities and public works. We support every aspect of local government.

Enterprise GIS Services Offered

Timmons Group offers a comprehensive suite of GIS services to support enterprise GIS including planning, design, development, and implementation. We have extensive experience providing these services to government and private clients gained by performing over 300 successful GIS projects for over 20 years.



Recognized Leaders in Esri GIS solutions

Timmons Group is nationally recognized leader in GIS development with Esri technologies. We offer you a firm with a history of:

- numerous satisfied local government clients;
- Multiple Esri business partner awards;
- extensive GIS planning experience;
- extensive GIS systems architecture experience;
- extensive GIS integration experience;
- extensive GIS development experience including native iOS and Android;
- extensive GIS implementation experience;
- extensive experience with Esri Local Government templates and data models



Client Centered Focus

We care deeply about our clients and understand that we work for them. Each client is important – large or small. Our project managers work as advocates for our clients. We:

- listen to you;
- seek to understand your specific needs;
- understand that your success is our success; and
- fulfill your needs with effective and cost efficient solutions.

We don't look to push our vision or products on our clients. Our strategic planning implementations focus on you, your needs, and not our desires.



Depth of Technical knowledge

Timmons Group has over 65 GIS professionals on staff. We are a premier Esri business partner that is well versed in all Esri technologies.

- Over 90 professional GIS staff;
- Teams proficient in data, applications and consulting;
- Recognized industry leaders and authors on GIS Strategic Planning; and
- Recognized speakers on GIS planning and program maturity.



Depth of Industry Knowledge

We have a team of dedicated staff focused on building and implementing local government solutions. Our business-centric knowledge includes:

- Planning and administration;
- GIS Infrastructure design and implementation;
- Integration (geo-enabling) legacy databases (Oracle, SQL, etc.);
- Applications development for desktop, server, and mobile environments; and
- Systems operations and support services.



Financial Stability and Longevity

Timmons Group is a financially stable corporation that will be with you now and in the future.

- We have provided local government services for 60 years.
- We have been, and are currently, financially solvent.
- We are an established Geospatial services provider.
- We are diversified in our services offerings.
- We are well positioned to withstand current and future economic storms.



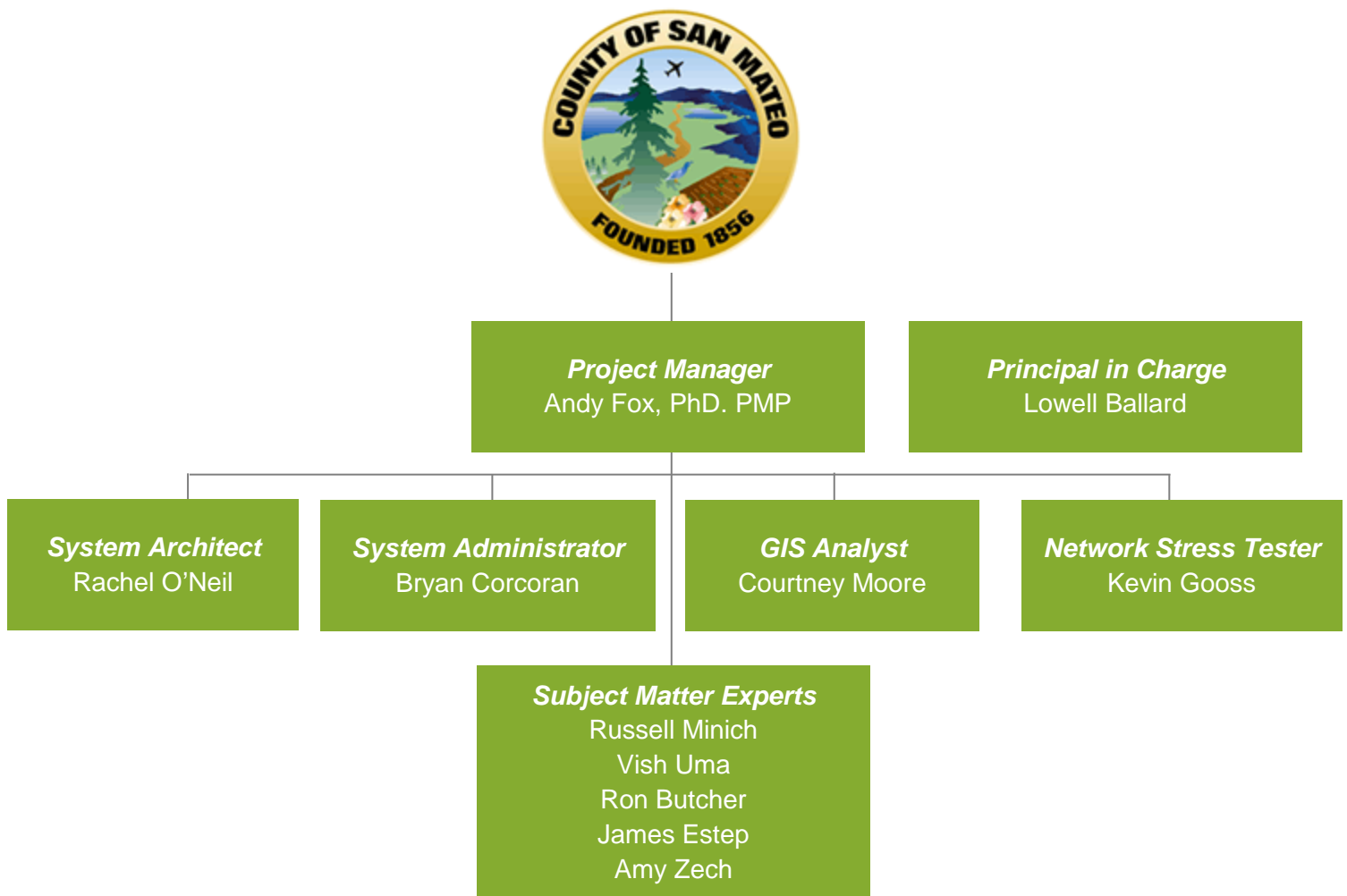
Team Qualifications

Staff Experience

Timmons Group has over **90 full-time geospatial staff** based in our Richmond, Virginia offices. Our staff includes a combination of GIS planners, analysts, technicians, human factor analysts, applications developers, QA/QC specialists and management. All of our staff members offer significant experience in the design, implementation and maintenance of an Enterprise GIS.

Key Team Members

The diagram below introduces Key Staff in which Timmons Group proposes to include for this GIS services contract. Each of these individuals offers significant experience in the design, implementation and maintenance of an Enterprise GIS. We have also included detailed resumes for each individual further below.





Subject Matter Experts

In addition to our Key Staff, we have included a brief description of the Subject Matter Experts that we have identified as being crucial resources. These individuals may not interact directly with the County, but will be used as valuable consultants behind the scenes who will provide valuable knowledge to the RoadMap. Brief descriptions of these participants will be included following the Key Staff resumes referenced earlier in this document.



Subject Matter Experts		
Staff Name / Role	Years of Experience	Brief Description
Russell Minich Senior Consultant	27	Russell has over 27 years of experience in all facets of the planning, design, procurement, installation and implementation of geospatial related projects for all levels of government and private industry clients. Russell has effectively managed local government projects focused on public safety and community development for over 20 years.
Vish Uma Senior Software Architect	13	Vish has considerable experience in designing, building, troubleshooting, and implementing custom GIS application solutions. Vish is responsible for developing custom applications, internet applications, and displaying and analyzing GIS data for public and private sector clients. He is also an experienced systems analyst.
Ron Butcher Practice Leader, Enterprise Asset Management	20	Ron has over 20 years of experience in the development, integration, and alignment of technologies to better meet customer business needs and achieve corporate goals and objectives. Ron currently manages our Enterprise Asset Management Solutions group which solves the complex challenges of our water, wastewater, stormwater, gas, electric and public works clients. He has significant implementation and system integration experience with customers throughout the United States.
James Estep Application Developer	9	James has more than nine years of experience in the IT industry, with over eleven years of web development experience and three years of mobile development experience. His primary focus is mobile applications development and implementing automation support infrastructure, custom frameworks, and best practices.
Amy Zech Senior GIS Analyst	13	Amy performs a multitude of tasks related to design, development, implementation, and maintenance of systems, software, GIS, GPS, and data integration solutions. She is responsible for the development of application scripts, the design and production of maps and automated procedures, and the maintenance of GIS databases and related FGDC-compliant metadata.



Lowell Ballard

Director of Geospatial Solutions/Subject Matter Expert

Education

BS, Management Information Systems, Radford University, 1989
MS, Biology (Aquatic Ecology), Virginia Commonwealth University, 1995

Experience

23 Years

Affiliations

Virginia Associate of Mapping and Land Information Systems, Technology Committee Chair
VITA Committee for GIS Technology
Author: GIS Lounge

Lowell Ballard has over 23 years of experience across many areas of GIS and Geospatial consulting. He has been a computer programmer, project manager, senior consultant and program manager for numerous clients. Lowell also has considerable experience in GIS systems design and architecture development. His extensive experience in these areas was gained through work with Federal, State, Regional and local governments and private industry. Lowell's capabilities include GIS system architecture design, process analysis, software application architecture and development, project management and implementation. Lowell works closely with clients to gather feedback and turn those into functional requirements for new databases, systems, workflows and supporting applications. Lowell also works with clients to prioritize and set strategic goals for their organizations through client engagement, stakeholder feedback sessions and formalized documentation.

Representative Experience

- HTML5-Based Emergency Operations Application Development, Horry County, SC
- GIS Strategic and Implementation Plan, City of Corvallis, OR
- Needs Assessment/Architecture Development, Department of Natural Resources, Statewide, WI
- Enterprise System Design and Application Architecture Development, Virginia Department of Forestry (VDOT), Statewide, VA
- Enterprise Geospatial Architecture Development, United States Coast Guard, Nationwide, US
- Enterprise GIS Development, Fairfax County Water Authority, Fairfax, VA
- VDOT Enterprise Data Strategic Plan, Virginia Department of Transportation, Statewide, VA
- Enterprise GIS Strategic Planning, Virginia Information Technology Agency (VITA)
- 911 IT Infrastructure and Software Needs Assessment, City of Salem, VA
- GIS Needs Assessment, Powhatan County, VA
- Geographic Information System Needs Assessment, Amherst County, VA
- Spatial Information Management Review and Strategy, York Region, Canada



Andrew Fox, PhD, PMP

Senior Project Manager

Education

Ph.D., Geological Sciences, Cornell University, 1993
M.Sc. Geology, University of Canterbury, New Zealand, 1987
BA Geology, SUNY Geneseo, 1985

Experience

22 Years

Dr. Andrew Fox is a senior technical project consultant and project manager in Timmons Group's geospatial services group. He is the company's lead consultant for needs assessments and strategic planning. As such, he is responsible for designing and deploying integrated information management solutions that utilize a wide range of technologies and information types. He has extensive experience in information systems specification and operations that manage critical information for state, federal and local governments.

Representative Experience

- Stewardship Mapping and Reporting Tool, US Forest Service, Nationwide, US
- GIS Strategic Planning, State College, PA
- Enterprise GIS Architecture Development, Department of Conservation, Statewide, MO
- GIS RoadMap Plan Development, Rockingham County, VA
- GIS Strategic Planning, Department of Environmental Quality, Statewide, VA
- GIS Needs Assessment and Implementation Planning, City of Manassas, VA
- Spatial Information Management Review and Strategy, York Region, Canada
- GIS Needs Assessment and Planning, City of Fredericksburg, VA
- GIS Strategic and Implementation Planning Services, Fort A.P. Hill, VA
- GIS Needs Assessment, Appomattox, VA
- GIS Needs Assessment and Strategic Plan, Rockingham County, VA
- GIS Strategic Plan and Implementation Planning, New Kent, VA
- GIS Strategic Plan Development, Amherst County, VA
- GIS Strategic Plan Development, City of Lynchburg, VA
- Planning, Design and Implementation of a Fairfax Water Enterprise Geographic Information System (EGIS), Fairfax, VA
- Geographic Information System Needs Assessment, Powhatan County, VA



Kevin Gooss

Network Stress Tester

Education

BA, Biology with a specialization in Marine Science, Boston University, 1993

MS, Biology, Virginia Commonwealth University, 2001

Experience

12 Years

Certifications

Member of VAMLIS and Website Webmaster

Kevin Gooss has considerable experience in GIS programming and system design. Kevin has designed and implemented both desktop and web based solutions for over 12 years in fields such as Forestry, Fisheries, Mineralogy and all levels of government. He possesses an exceptional ability to unite project team members to document workflows and project requirements and to integrate these findings into a comprehensive system design. His strengths include GIS system architecture (ESRI), web design (ASP.NET/html), application design and development (.NET), cartographic production and database design (Oracle/SQLServer). Kevin's most recent projects have included web-based mapping applications for the Missouri Department of Conservation and Wisconsin Department of Natural Resources.

Representative Experience

- GIS Sewer Structure and Lateral Inventory Collection Suite, Henrico County, VA
- Virginia Department of Forestry IFRIS Solution, Statewide, VA
- Florida Wildlife Conservation Commission, Statewide, FL
- City of Jackson Request Logistics Update/Support, Jackson, MS
- Altavista GIS Update, Richmond, VA
- York Region GIS Architecture Review, Newmarket, Ontario
- Campbell Co On-Call Support, Rustburg, VA
- Computer Aid DHR DSS Server Security Review Implementation, Allentown, PA
- CADD Cadastral Data GIS Conversion, Christiansburg, VA
- Campbell County GIS Conversion, Campbell County, VA
- DEQ GIS Strategic Planning, Richmond, VA
- Enterprise GIS Implementation, Chesapeake, VA



Rachel O'Neil

System Architect

Education

MScIS, Athabasca University, 2009

BA, Business Administration and Information Technology, Southern Alberta Institute of Technology, 2004

AS, GIS & Computer Science, Fanshawe College, 2000

BS, Forestry & Engineering, University of Toronto, 1996

Experience

19 Years

Rachel O'Neil is a System Architect with Timmons Group's geospatial solutions sector. With over 19 years of technical experience in programming and system integration, Rachel O'Neil has a diverse technical skill set including enterprise systems implementation, control automation, relational database design, web programming, GIS programming, systems security auditing, hardware/software integration for GPS systems, mobile computing, requirements engineering and leading large software development projects and teams. Rachel is a past Esri System Architecture and Design instructor and is a valued resource on any project – often assisting and supporting GIS RoadMap development projects.

Representative Experience

- Mission Tracking and Display System, Sandia National Laboratory
- System Architecture Review and Planning, York Region Geomatics, Ontario, CA
- Common Operational Picture Development, Horry County, SC
- Common Operational Picture Development, Southside Virginia Training Center
- Virginia Information Interoperability Sharing Environment, Charlottesville, VA
- Routing Application Development, Dinwiddie County, Virginia
- GIS Based Web Development, City of Fairfax, VA
- GIS Based Web Development, City of Manassas, VA
- GIS Based Web Development, Appomattox County, VA
- Tactical Surveillance System, NSWC, Crane Division, US Army
- University of Kentucky Facilities Management System, City of Lexington, KY
- Broadband Mapping Provider Portal, State of South Dakota



Bryan Corcoran

System Administrator

Education

Associate's in Applied Science, Bryant and Stratton College, 2000

Experience

13 Years

Bryan Corcoran has 13 years of experience in the IT industry. He is knowledgeable in utilizing and maintaining various software and hardware platforms. Of his 13 years of experience, the last five years have been focused on managing and maintaining servers, infrastructure in the data center, and LAN and WAN networks all in an active directory environment. He has a complete knowledge of various operating systems and will be capable of assessing and resolving any problems that may arise within the project. Bryan has been the Systems Administrator supporting and repairing the network at Timmons Group since 2011.

Representative Experience

- Cisco Networking equipment
- VMware
- Citrix Xenserver
- EMC Storage solutions
- Windows Server 2000-2012
- Windows Desktop support version 2000 – Windows 8.1
- Linux Servers
- System Monitoring



Courtney Moore, GISP

Senior GIS Analyst

Education

BS, Geographic Information Science, Louisiana Tech University, 2010
College of Applied and Natural Sciences, Louisiana Tech University, 2010
GIS Featured Student, 2008-2009

Experience

6 Years

Certifications/Affiliations

Geographic Information Systems Professional
Esri Certified Enterprise Professional
VAMLIS President

Courtney Moore is a Senior GIS Analyst and Technical Project Manager in Timmons Group's Geospatial Solutions Group. She performs a multitude of tasks related to the design, development, implementation and maintenance of systems, software, GIS, RS, GPS and data integration solutions. She is responsible for the development of Python applications and scripts, the design and production of maps and automated procedures and the maintenance of GIS databases and related FGDC-compliant metadata.

Courtney's past experience includes database development, data analysis, technical support and training. She has performed various spatial analysis and data management for the support of Local and Federal government projects. She currently works on the development of geoprocessing models and scripts to automate routine and repetitive tasks to increase efficiency and improve workflow.

Representative Project Experience

- Rights-Of-Way Project, New Mexico State Land Office, Statewide, NM
- Regional Routable Centerline Project, Fairfax County, VA
- Fairfax Water's Enterprise Geographic Information System (EGIS), Fairfax, VA
- Facilities Management Document Storage and Retrieval Project, City of Richmond, VA
- Web Logistics Portal, City of Fairfax, VA
- Urban Roads Pilot Project, Virginia Department of Transportation, Statewide, VA
- Web Logistics Portal, University of Virginia, Charlottesville, VA
- GIS Parcel Conversion Project, Amherst County, VA
- DEQ GIS Versioning, Richmond, VA
- Essex Co GIS Data and Mapping, Essex County, VA
- Fairfax Water EGIS Data Conflation, Fairfax, VA
- GIS Parcel Conversion Project, Appomattox County, VA
- Comprehensive Economic Development Website, City of Covington and Alleghany County, VA
- City of Manassas GIS Consulting Services, Manassas, VA



PROPOSED APPROACH

This section describes your proposed approach for providing the services required by the County, as listed in Section IV, above. Relevant considerations include the quality and feasibility of your approach to meeting these needs, the manner in which you plan to provide adequate staffing, and hosting or other resources provided by you (if applicable). Keep these considerations in mind as you respond to the following:

- a. Describe how you will fulfill the needs of the County included in this RFP. Please attach a project plan, if appropriate.

Our proposed project approach is detailed in a separate section of this document.

- b. List or describe the type of resources and level of commitment you need from the County to fulfill the needs of this project.

San Mateo Project Manager – Timmons Group requires a single point of contact to coordinate activities, lead County reviews of submitted documents, approve deliverables, and other administrative activities that may arise in this project. While many departments will be involved, it is important to assign a single project manager on the County side to ensure successful communication of project tasks.

Time Commitment – Timmons Group will require personnel time from all stakeholders identified for this project. To keep travel expenses at a minimum, the Timmons Group project manager will work with the County's assigned PM to coordinate a schedule of interviews to be conducted within a 3 to 5 consecutive business day period.

It is also important that the staff within the County are responsive to the schedule established at project initiation. Timmons Group may ask any interviewees for further information via email or telephone following the initial interviews. Delays in requests for clarification, document review and cancelled interviews can impact the project schedule.

- c. List your needs for physical space and/or equipment at the County during this engagement, if any, aside from space or equipment that would be provided by the County as an obvious aspect of the requested services.

No other needs are anticipated at this time.

- d. How will your services meet the needs of the County's customers and/or the public?

Timmons Group is committed to excellent customer service. We partner with our clients in an effort to ensure that the requirements of the locality and its constituents are defined from the beginning of any project. We also believe in frequent status updates and keeping an open line of communication with our clients, anticipating potential project hurdles and mitigating the situation before it can negatively affect the project.

Our core business is in working with public agencies including state and local organizations. There is no doubt serious obstacles that can occur on any project. Personalities exist that must be managed. Insecurities around on-site and off-site contract



exist and have to be managed. Existing policies, standards, protocols and processes must be understood and managed.

Our biggest lesson-learned is to have very clearly defined project roles for the project on both sides, remove team members that don't have a defined role, over-communicate, and deliver early and often. At the end of the day it comes down to understanding how to communicate and work with people and delivering; and we excel at understanding and delivering on that.

*Timmons Group is a parent company and is not using any subcontractors for this project. Timmons Group's mission is **"to achieve unparalleled understanding of our clients, their businesses and their visions resulting in unrivaled customer service and shared success."** We will be good stewards of the trust placed in us by our clients and the communities that we serve. We do not have any terminated contracts due to any aspect of our performance or service.*

- e. In the event of a routine problem, who is to be contacted within your organization?

The first point of contact for the County on any issue is the Timmons Group project manager. The project manager will have access to the project status, schedule, tasks, and billing. Should the project manager be unexpectedly unavailable or there is an emergency, the County is welcome to contact the Principal-in-Charge. Timmons Group will make every effort to make our employees available to the County and proactively notify the County and establish a new or interim contact if necessary.

- e. In the event of the identification of a problem by the County and/or other applicable constituents, describe how you will address such problems and the timeframe for addressing them.

Our core business is in working with public agencies including state and local organizations. There is no doubt serious obstacles that can occur on any project. Personalities exist that must be managed. Insecurities around on-site and off-site contract exist and have to be managed. Existing policies, standards, protocols and processes must be understood and managed.

Our biggest lesson-learned is to have very clearly defined project roles for the project on both sides, remove team members that don't have a defined role, over-communicate, and deliver early and often. At the end of the day it comes down to understanding how to communicate and work with people and delivering; and we excel at understanding and delivering on that.

Risk Management is a fundamental project management element for all Timmons Group projects. Risk Management is critical to ensure a level of contingency preparation should a risk become a reality. During the risk management process, all likely risks associated with



the implementation of the project will be identified. Appropriate mitigation measures will be determined and the costs associated with these measures will be outlined.

We lean on the agile process to help illuminate any potential red flags very early in the process. For an application development project, we typically like to show progress within 2-weeks of kick-off. This approach provides a very narrow window for issues and are highly effective at managing problems. Our company is a professional services organization and has been since 1953. We are extremely well-versed at managing conflict, issues and client engagements.

We also like to establish very defined team roles on the client side. This affords us the ability to understand who can make decisions and remove impediments quickly from the project team (e.g., project owner role).

- f. Provide information on any other pertinent services, if any, you can offer that will reduce costs or enhance the Revenue Cycle for the County.

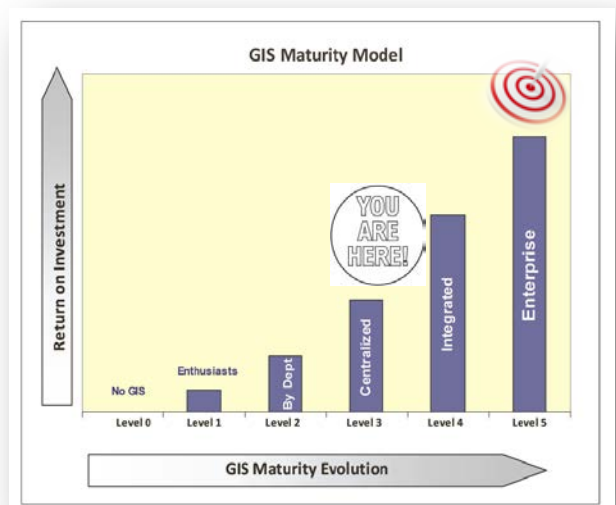
Timmons Group is a large geospatial consulting firm, and we are able to provide additional services to the County that can result in savings for the County and streamlined implementation. We have provided our service qualifications in the introduction of this proposal, and have provided additional project profiles of services that may interest the County.

Project Approach

This section of the proposal details our approach to managing and completing this project. We are extremely flexible in how we tackle RoadMap projects and will refine an approach that best meets the County's needs, schedule, and budget.

Our project team tends to think about these projects like taking a trip or journey. Before taking the trip, it's good to know what you are dealing with. If the car is in good working order, is it tuned up and, if not, what may need attention prior to taking the trip. We also need to understand the path we are taking towards our ultimate destination. Explaining projects to stakeholders in this context has worked well for us in the past as people can relate to it easily.

In light of this, our project team recommends a 2-phased approach to meeting the County's goals. This phased approach includes an initial assessment and report of the current conditions (i.e., Diagnostics). The Diagnostic phase provides the basis for downstream consulting activities and the next phase (i.e., RoadMap) which charts the path and





waypoints along the journey and provides a better sense of priority to address the County's opportunities and weaknesses. Our goal is to define the current state and target state and provide steps to close the gap between the two. The maturity model diagram depicts this.

The Diagnostic provides an **assessment of current conditions** and a starting point for the GIS planning journey. The RoadMap **charts the path forward**.



High-Level Scope Tasks

The project will follow the high-level plan provided below, which will be more fully detailed in the Method of Accomplishment section of this document.

Phase 1 – Diagnostics

1. Needs Assessment
 - a. Review Relevant Documents
 - b. Interviews and Information Collection
2. Technology Readiness Assessment
 - a. Capacity Metrics
 - b. GIS Software
 - c. GIS Mobile Technology
 - d. Support and GIS Infrastructure Operations
 - e. Best Practices
3. Enterprise GIS Database Readiness Assessment
 - a. Data Review
4. Organizational Readiness Assessment
 - a. ISD Training and Staffing
 - b. ISD Support and Maintenance
 - c. Departmental Training and Staffing
 - d. Departmental Support and Maintenance

Phase 2 –RoadMap

1. Implementation Plan
 - a. Schedule
 - b. Budget
 - c. Strategy



2. RoadMap Preparation and Presentation

Project Deliverables and Documentation

The deliverables and documentation for this project are included at a high-level below:

Phase 1 – Diagnostics

- Comprehensive Needs Assessment Report
- Technology Readiness Assessment Report
- Hardware, Software and Network Configuration Review
- Conceptual System Design
- Database Assessment Report
- Conceptual Database Design
- GIS Support Procedures and SLAs
- Training Plan and Staffing Model for ISD and Departments
- Governance Plan

Phase 2 – RoadMap

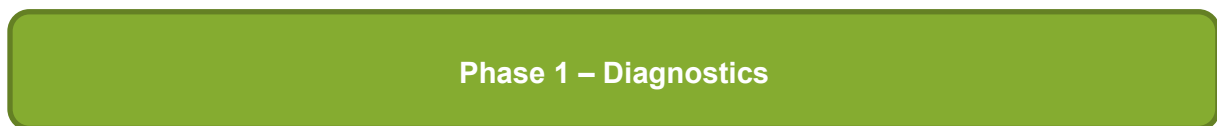
- Enterprise GIS Implementation Plan
- Executive Summary
- Presentation with Q&A



Phase 1- Diagnostics

GIS planning consists of a series of consulting tasks designed to establish the framework for enhancing the County's GIS. The work completed in Phase 1 provides key project staff an opportunity to gain a better understanding of GIS best practices and how those align to current practices within the County.

This will enhance our ability to help define the future GIS direction and expansion projects over the coming years. Additionally, this will provide our staff with an opportunity to visit the County and collect information that will be used in Phase 2- Roadmap.



Needs Assessment

Review of Relevant Documentation

We will begin Phase 1 by requesting and reviewing County's existing GIS organizational, architectural, and management documents. The purpose is to gather as much information as possible before engaging County operational staff and to lay the foundation for topics to be addressed during the interviews. Our goal will be to maximize time spent with your staff, and the better prepared we are for the meetings – the more productive they will be. The anticipated existing documents include:

- An inventory of applications
- A hardware inventory (brand name, processor type, memory, fixed disk capacity, network location, upgrade plans/update cycle)
- Geospatial software inventory (software name, version, operating system)
- An inventory of users
- Any available network inventory or diagram (communications devices, routers, hubs, cabling, etc)
- Server configuration documentation
- Data flow diagrams or work processes
- System performance metrics
- System security schema

Interviews and Information Collection

Interviews with the key stakeholders will be conducted to collect information and provide a knowledge



transfer opportunity. Timmons Group will interview other users as identified by the County, including the departments of:

- Public Works
- Clerk, Assessor, Recorder, Elections (CARE)
- Planning and Building
- Health System
- Information Services Department (ISD)
- Sheriff
- Probation
- Human Services Agency
- Parks
- Housing
- Public Safety Communications
- Potential GIS Users (Controller, HR, LAFCo, CMO)

Key stakeholders include:

- Staff responsible for using, maintaining, or supporting GIS and other business systems infrastructure;
- Primary subject-matter-experts (SME's), this would include those responsible for core GIS data and business data and specific business applications or programs;
- Primary GIS consumers (or potential users), including those with existing GIS and map-centric applications; and
- Administrative leadership responsible for using, maintaining, or supporting GIS or who could benefit from enhanced awareness and reporting through GIS integration;

The goal of these interviews is to provide a forum for information exchange and education between the County and the consultant as well as to gain an understanding of the specific business requirements, data, existing systems, existing workflows and processes, challenges, identify gaps in current processes and future business user requirements. As part of each interview session, our team will facilitate discussion through visual education and engagement. Our team will prepare context-appropriate examples and deliver a document that summarizes the goal of the project and interviews, relevant GIS concepts, and best-practice examples of GIS practices specific to the mission of each interview group. ***A lesson-learned with our team is to lead by example, and not to rely on the business users alone to articulate their needs.*** We will work with the County to organize an interview schedule. Some interviews will be conducted one-on-one, and some as small groups.

Technology Readiness Assessment

Our project team will review and evaluate the system infrastructure to determine the readiness of the County in its current state. The goal of this step is to identify opportunities for improvement and provide guidance on the technical approach to maximize utilization of the existing infrastructure and recommend changes where necessary. Diagrams of existing systems will be included in this phase of the project.



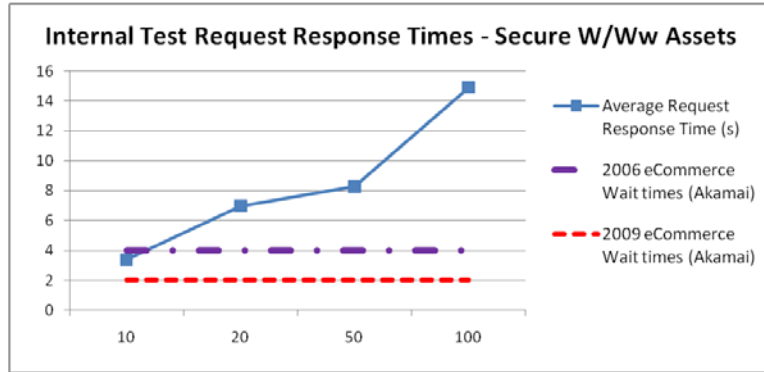
The systems infrastructure review will evaluate the suitability of the current infrastructure to support the functional requirements in terms of:

- Available data servers
- Available application servers
- Available workstations
- Databases environment/configuration
- Wide Area Network (WAN) and Local Area Network (LAN) configurations and bandwidth capacities
- GIS integration capabilities
- Systems security
- Systems capacity
- Planned upgrades to existing system components
- Business user objectives, access and use
- Hardware and software configurations (ArcGIS, data, and web servers, desktop systems, Web access)

We will develop infrastructure improvement recommendations including conceptual system design that will address future system use requirements (documented throughout the project) with the current system gaps generated from this review. We will present these in the report using illustrative use case scenarios. We will identify opportunities to maximize use of the existing infrastructure, as well as areas that will need to be upgraded.

Capacity Metrics

Timmons Group will work with County staff to define the metrics and procedures used to perform system performance/load/stress testing. The performance testing will document the current systems performance based on the metrics. The performance will be compared to industry best practices and to the desired level of performance.



Example 1 – Initial Stress Testing Results

GIS Software

Our team will take the Phase 1 review of the current GIS software and develop a GIS software upgrade and enhancement plan that will:

- Enable the further implementation of Enterprise GIS
- Improve existing workflows and data access
- Provide the best return on the County's GIS software investment
- Address prioritized data and business integration needs identified
- Ensure high-quality data
- Optimize support requirements and maintenance fees

Our team will also examine various cost-savings and license reduction strategies. In many cases, simplified web-interfaces can replace desktop seats that tend to be costly to maintain from a licensing and seat management perspective.

GIS Mobile Technology

Timmons Group will leverage our experience in mobile application development and mobile device management to develop parameters and guidelines for determining the preferred mobile development environment for a given application.

Support and GIS Infrastructure Operations

Timmons Group will evaluate and analyze the existing business processes, support systems, technical administration work processes, and workflows related to data security, monitoring and alerting, system operations and maintenance, user access and management, and disaster recovery.

We will identify issues within the current environment which needs improvement and the ability of the current systems to meet future operational requirements. Our focus is on infrastructure and work processes, however, this may also impact data work processes. From this analysis we will develop specific recommendations that can be implemented to improve operational efficiency.



Review and recommendations will include topics such as:

- System health/performance/monitoring
- Core communications infrastructure
- Data storage and management systems
- Information security
- Mobile device management/field support
- Fault-tolerance and redundancy

The table included below details how, on past projects, we have “scored” current infrastructure and operations in a GIS environment. For San Mateo, we would potentially use an approach like this with key metrics of concern or focus areas.

Geospatial Information Infrastructure Report Card		
Component	Grade	Key Grading Factors
Desktop	B-	<ul style="list-style-type: none">↑ Use of a systematic, repeatable and traceable deployment process↑ Suitable bandwidth to database server to over 90% of desktop users↓ The current form-based two-level approval system for Desktop GIS is often bypassed by end users↓ There is no standard corporate technology service catalog for prospective users to make technology requests↓ Current user tracking methods do not fully capture non-managed installations or true level of usage
Spatial Database	A	<ul style="list-style-type: none">↑ Many database and Oracle best practices are applied↑ Strong usage of automated tools for content backup↑ SQL code is trapped and remediated where needed to optimize execution↓ Database content (Vector) is currently not in ST_Geometry storage type
Support Systems	B	<ul style="list-style-type: none">↑ XXX has general documentation for certain application development activities↑ Many tools are present for monitoring systems↓ DEV / STG / PROD developments are not consistent↓ Limited ability to monitor spatial databases↓ GIS relies on a single DBA to advise on performance issues; positive remedial steps are taken but with little GIS staff interaction.
Support Tools	A-	<ul style="list-style-type: none">↑ Many operational procedures are well documented↑ Tools exists for most maintenance activities↓ No comprehensive Operations and Maintenance (O&M) Guide↓ Tuning tools are not fully configured and not leveraged to fullest extent

Example 2 – Assessment Illustrations



The diagram illustrates a network topology centered around a **CORE** router. The network is divided into several segments:

- Public Internet User Segment:** A Public Internet User connects via a VPN to a CheckPoint Firewall. This firewall is connected to a DMZ server (IP: 192.168.1.43) running W2K3 ENT R2 SP2 (32bit), YKR-PRD-GEOW2, App Info: 9.2 IMS sp6, ServetExec: AS, 2x7z, IMF 5.2, and GeoCortex Statistics.
- Remote Site User Segment:** A Remote Site User connects via a VPN to the CORE router.
- Local User Segment:** A Local User connects directly to the CORE router.
- Reverse Proxy Segment:** A Reverse Proxy server connects to the CORE router.
- Servers and Services Segment:** The CORE router is connected to several servers:
 - A server at IP 172.16.28.107 running Win2003 (64bit), YKR-PRD-GEOW1, wv1.yorkmaps.ca, App Info: 9.3.1 AGS EA Essentials 2.0.1, 2x7z.
 - A server at IP 172.16.28.110 running Win2003 (64bit), YKR-PRD-GEOW3, wv3.yorkmaps.ca, App Info: 9.3.1 AGS EA XMF Accelerator Essentials 2 x Flex API.
 - A server at IP 172.16.191 running Win2003 ENT R2 SP2, YKR-GEOAPP01, App Info: 9.2 IMS sp6, 9.2 DSK sp6, ServetExec: 5 AS, OpnL M, XMF Aerter, FME Desktop SU, 2x7z Suite.
 - A server at IP 172.16.100.71 running License Server YKR-GEOLIC, App Info: FireALM for ArcGIS, SAFE and ERDASe.
 - A server at IP 172.16.101.1 running GEO-DB1 DB INFO, SDW1 (5151): 9.2 SDE sp6, ODS2 (5154): 9.2 SDE sp6.
 - A server at IP 172.16.101.2 running GEO-DB2 DB INFO, SDW2 (5153): 9.2 SDE sp6, ODS1 (5152): 9.1 SDE sp6.

The diagram illustrates the network architecture for Admin building 17250 Yonge Street, divided into three main sections: DMZ, Internal IP Network, and SAN.

DMZ: This section includes a Reverse Proxy (Cisco 5513) and two Windows servers (Windows 2003 R2 SP2 and Windows 2003 R2 SP2). The Reverse Proxy is connected to the Internet and the Internal IP Network.

Internal IP Network: This central network is connected to the DMZ and the SAN. It includes a Cisco 3750 switch and two Windows servers (Windows 2003 R2 SP2 and Windows 2003 R2 SP2). The Internal IP Network is also connected to the Internet.

SAN: This section includes a SAN switch and two storage units. The SAN switch is connected to the Internal IP Network and the storage units.

Application Servers: This section includes a Microsoft Exchange server (Microsoft Exchange Server 2003) and a Microsoft SQL Server (Microsoft SQL Server 2005).

Web App Servers: This section includes a Web App Server (Windows 2003 R2 SP2) and a DB Server (Windows 2003 R2 SP2).

DB Servers: This section includes a DB Server (Windows 2003 R2 SP2) and a DB Server (Windows 2003 R2 SP2).

Internet: The Internet is connected to the Reverse Proxy and the Internal IP Network.



TIMMONS GROUP
YOUR VISION ACHIEVED THROUGH OURS.



Best Practices

Our team will use best practices knowledge when making recommendations for system configuration, and performance using Esri business partner resources, similar localities, and our previous project experience. We will also examine current trends and near-term technology advancements. The results of this research will be used in the RoadMap phase to evaluate the County's practices and make recommendations for update/improvement.

Enterprise GIS Database Readiness Assessment

Data Review

The information collected throughout the first phase of the project shall be reviewed and analyzed by the consultant's project team in order to determine the data necessary moving forward, and if that data up to Enterprise GIS Database standards in terms of completeness, accuracy and update status. Our team will also evaluate the datasets present to determine whether they are still necessary to maintain for newly determined business user requirements. Through the stakeholder interviews, desired data will also be identified and prioritized. These priorities will be the foundation for the GIS RoadMap development in Phase 2.

The assessment and recommendations will include:

- An inventory of spatial and relevant non-spatial data;
- Suitability of existing GIS and non-spatial datasets to support business requirements;
- Metadata format, content, and timeliness;
- Data redundancies (duplication across datasets and locations);
- Adherence to established standards;
- Data maintenance schedules, tools, and practices; and
- Conceptual database design based on data recommendations.

Desired GIS Dataset	Data Value Score: 1 (Low) - 5 (High) Importance					Acquisition and Maintenance Cost Score: 1 (Low) - 5 (High)					Requesting Department(s)
	Value to Government	Value to Constituents	Alignment with other Initiatives	Importance to Health and Safety	Data Value Score (Average)	Acquisition Cost	Volume or Size of Data	Complexity of Data	Maintenance Cost	Acquisition and Maintenance Cost Score (Average)	
Location of recreational water facilities (public and private)	5	5	5	4	4.8	2	1	1	1	1.3	Health
HIRA (Hazard Identification Risk Assessment) locations/sources	5	5	4	5	4.8	2	2	3	2	2.3	Health
Air Pollution Data (Satellite or Modeled)	3	2	2	5	3	5	4	5	5	4.8	Health
Urban Heat Islands	3	3	3	5	3.5	4	3	3	4	3.5	Health
Extreme Heat Mapping	3	3	3	5	3.5	4	3	3	4	3.5	Health
Hazmat storage locations	5	5	5	5	5	3	3	3	3	3	



Desired GIS Dataset	Data Value Score: 1 (Low) - 5 (High) Importance					Acquisition and Maintenance Cost Score: 1 (Low) - 5 (High)					Requesting Department(s)
Canopy (tree cover)	2	1	2	2	1.8	4	3	2	4	3.3	Health
Soil type	4	2	3	1	2.5	3	2	2	2	2.3	Health
Population Density (day and night)	4	1	2	2	2.3	2	1	2	2	1.8	Health
Local municipal official plans, zoning, land use	5	3	4	3	3.8	2	2	2	2	2	Planning, Transportation, Engineering
Point data for endangered species	4	1	2	1	2	4	2	3	4	3.3	Transportation Services
Cold water fish habitat	4	1	4	1	2.5	4	2	3	4	3.3	Environmental Services
Local municipal sewers	5	5	4	4	4.5	3	3	2	3	2.8	Environmental Services
Monitoring locations by Conservation Authorities	3	2	2	2	2.3	2	1	1	2	1.5	Environmental Services
Storm water infrastructure (local and regional)	5	5	3	3	4	3	3	2	3	2.8	Environmental Services, GIS

Organizational Readiness Assessment

The information collected throughout the first phase to this point of the project shall be reviewed and analyzed by our project team to determine the organizational readiness of the County. Timmons Group will develop governance recommendations in order to guide data ownership, accuracy and security.

ISD Training and Staffing

Our team will take information collected in Phase 1 related to the County's current GIS organization, staffing and training and identify opportunities for improvement. We will develop recommendations for additional training to support E-GIS effectively. ISD training may require more specialized classroom training engagements or customized training opportunities. Timmons Group will research training available and develop a plan to ensure that staff optimize the training budget and timeframe available to support the Enterprise environment.

Timmons Group will also examine the current staffing of the department to determine if there is sufficient staff to maintain the new Enterprise GIS. Keep in mind, in evaluating staffing, new positions do not necessarily mean new employees. Often after interviewing and reviewing internal staff, staffing concerns can be fulfilled by introducing new roles and training for existing employees, automating existing tasks to lessen required time to produce results, or by removing data stewardship and ownership responsibilities on chosen datasets to the department level.

ISD Support and Maintenance

Timmons Group will develop procedures for the GIS/ISD staff to support and maintain the Enterprise GIS. Support and maintenance for ISD will also involve versioning and role recommendations for the Enterprise environment. We will leverage the best practices information collected in Phase 1 to develop geospatial related workflow, dataflow, and work process update recommendations that will assist in fulfilling the business requirements.



Departmental Training and Staffing

Our team will use data collected throughout Phase 1 to determine what training and staffing may need to be changed to support the Enterprise GIS. Each department will be considered independently, as each will have responsibilities for different data stewardship or ownership.

Departmental Support and Maintenance

Timmons Group will develop procedures for departmental staff to support and maintain the Enterprise GIS. We will leverage the best practices information collected in Phase 1 to develop geospatial related workflow, dataflow, and work process update recommendations that will assist in fulfilling the business requirements. As with Departmental Training and Staffing, each department will have to be considered independently with respect to data stewardship and ownership.



Phase 2 – GIS RoadMap

This phase of the overall project will take deliverables from previous tasks and create actionable items to improve the Enterprise GIS organization, content, and use. The Implementation Plan will articulate specific steps with estimated costs.



The GIS RoadMap plan will:

- Document the results of the tasks completed in the Diagnostics Phase;
- Provide a high level project timeline;
- Provide cost estimates for implementing the Enterprise GIS;
- Provide cost benefit analysis;
- Provide a migration strategy timeline for moving the existing system to the new Enterprise GIS; and
- Provide the results of risk analysis that identifies any potential difficulties before implementation.



The following areas will be addressed in the GIS RoadMap. Since the identified needs will most likely exceed available schedule and/or financial and staff resources, it is critical that the consultant work with the County to develop metrics that will enable the prioritization of recommendations. This prioritization process ensures that available resources are fully leveraged and all users share a common expectation with respect to system functionality, delivery schedule, and cost and rationale for prioritization. This evaluation will be used at a high level to support the development of the GIS RoadMap.

Implementation Plan

Schedule

A successfully-implemented GIS requires the development and adherence to a manageable implementation schedule. It is important that this schedule considers stated parameters and the optimal time for the deployment of the various GIS components. Our team will develop an implementation schedule that fits within the County's stated time parameters as identified during Phase 1 and ensure that a systematic, cost-effective GIS implementation schedule is produced.

Budget

Our team will prepare a comprehensive budget that will define the level of funding required to ensure



the project's ultimate success. Cost estimates for projects will be included, as well as a cost benefit analysis.

Many projects may likely not incur external costs but still require scheduling and timeline estimations.

Strategy

Our team will prepare an implementation strategy for the County which will enhance the timeline, and best capitalize on the budget established by the project parameters. This will be a cooperative process with the County and will rely on the prioritization on projects recommended during the project.

RoadMap Preparation and Presentation

Our team will prepare and present a draft of the GIS RoadMap for the County (Preliminary Report). This RoadMap will be presented in digital format for review. The County will review the RoadMap and provide comments and clarifications. This will ensure our team has properly captured existing user requirements, recommendations, budget, and implementation plan to meet desired outcomes. We will use the comments to prepare the final RoadMap, which shall be presented to the County in both digital and hardcopy formats.

Timmons Group will also prepare a final presentation of the RoadMap for County Stakeholders. During this presentation, our team will deliver and present the findings of the project, including an executive summary. The presentation will highlight actions and concerns, reflect on previous planning performed by the County with respect to the final outcomes of the project, and outline the strategy required to implement Enterprise GIS.

Project Management

Our experience indicates that one of the keys to ensuring a successful project is the establishment and use of a set of project management tools that completely address the following processes:

- **Initiating:** Project authorizations and expectations
- **Planning:** Project definitions, objectives, deliverables, and analysis of alternatives
- **Executing:** Coordination of resources
- **Controlling:** Monitoring & measuring to identify variances and initiate corrective actions
- **Closing:** Acceptance of project results and deliverables

Project Coordination and Management Staffing

The project manager proposed for this project has the experience and qualifications to successfully complete this project. The project manager will be the single point of contact for the County with the responsibility and authority to make binding project operational and resource decisions. The project manager, Dr. Andrew Fox, is supported by the Principal-in-Charge, Lowell Ballard. The Principal-in-Charge is an owner of Timmons Group and has the responsibility of overall project success and client satisfaction.



Project Communication Tools

The project team will utilize a variety of software applications throughout the project lifecycle. The following tools will be used to assist in the management and dissemination of project information:

- Microsoft Project
- Web-based Project Portal
- Secure FTP project folder or Dropbox folder

Project Communications Processes

Shown below is a summary table of our proposed project communications/reporting methods followed by details of each method.

Reporting Method/ Responsibility	Focus	Participants
Project Kickoff Meeting Responsibility: Project Manager	Establish the necessary Program Management protocols to be adhered to by team members. The Meeting will focus on: <ul style="list-style-type: none">• Team introductions• Deliverables Overview• Review Role and Responsibilities• Review of Project Schedule and Milestones	Project Manager and Key Stakeholders
Project Website Responsibility: Project Manager	This website will provide a repository for project documents, project status, and issue tracking. Project staff assigned this project will have the ability to access, post and edit on the site.	Project Manager
Bi-Weekly Project Team Coordination Responsibility: Project Manager	Bi-Weekly report of work in progress including completed tasks; planned tasks; anticipated conflicts; etc. Our Project Manager will review these reports and meet with the project team members to determine and schedule the required actions.	Project Manager and Project Team
Weekly Status Reports Responsibility: Project Manager	Each report will detail significant progress made the previous time period; activities planned for the current time period; and project issues that require resolution	Project Manager and Project Team
Monthly Milestone Meetings Responsibility: Project Manager	Overall project direction, performance and progress.	Project Manager and Key Stakeholders
Project Change Control Process Responsibility: Project Manager	A change management process that provides a structured, planned approach to identifying, approving, and implementing changes affecting schedule, costs and scope	Project Manager



Project Kickoff Meeting

Upon notice to proceed we will convene a project kickoff meeting. This meeting will be orchestrated by the Project Manager and include participation from Key project stakeholders from Supplier and Authorized User. The Meeting will focus on:

- Team Introductions
- Deliverables Overview
- Review Role and Responsibilities
- Review of Project Schedule and Milestones

Weekly Project Coordination Meetings

Project team members will provide our Project Manager with weekly status reports detailing the work in progress including completed tasks; planned tasks; anticipated conflicts; etc. Our Project Manager will review these reports and meet with the project team members to determine and schedule the required actions. Discussion topics will be logged and made available to all team members (Supplier, client, other stakeholders)

Project Schedule Coordination

Project scheduling and task management will be proactively monitored using Microsoft Project software. Project schedules, tasks, deliverables, and milestones will be continuously monitored and adjusted as required. An updated project schedule will be made available to all interested parties.

Project Progress Report

Our Project Manager will provide the client's Project Manager with a written weekly or bi-weekly status report, the frequency of which is dependent on the client needs. Each report will detail significant progress made the previous report period; activities planned for the current report period; and project issues that require resolution.

Continuous Communications with Authorized User Staff and Other Project Stakeholders

Our close proximity of team management and technical staff, coupled with the use of email and a project web site, enables us to offer continuous, uninterrupted communication among our team members, Authorized User staff, and other stakeholders.

Project Website

We will provide a secured project website that provides collaboration and common storage area for all project participants. The web site is a means of communicating (it stores all email thru traffic), serves as a file repository (for document upload/download) and a place to establish milestones (calendar for deliverables), etc.

Change Management

During the course of the project, changes to the project plan may be required. Our change management process is designed to address these changes head-on, document them, and ensure they are reflected in an updated set of tasks. In some cases, the proposed change will affect schedule, costs and scope.

The change management process includes the following steps:



- Change identification –The Change Order request will be created that defines the need for the change and background documentation to support the change request. This includes a description of the impact to the scope schedule and fee. The change request can be initiated by the client or Timmons Group.
- Change review– The client and Timmons Group will review the Change Order and agree upon the scope, schedule, and fee terms and conditions.
- Change approval and implementation – The client and Timmons Group will sign the change order and it will become part of the contract documents. This will be done prior to commencement of any work defined in the Change Order.

Project Management Summary

The objectives of the our team's project management activities are to insure that the project objectives are clearly articulated and met, that tasks are completed on schedule, issues are identified and promptly resolved, and that project status is continuously communicated to the client.



CLAIMS AND VIOLATIONS AGAINST TIMMONS GROUP

Timmons Group does not have any violations or claims against our organization that will affect any services to be provided for this project.



COST TO THE COUNTY FOR SERVICES

- a. Provide a detailed explanation for all costs associated with your providing the system and requested services if you are selected.
Our pricing provided below directly follows the phases, tasks and deliverables established in the project approach.
- b. Provide the cost of ongoing services such as license and maintenance fees.
There is no cost for ongoing services at this time.
- c. Proposals should incorporate any anticipated travel time or other related expenses as part of the system costs or related implementation services fees, not as a separate line item.
Travel is included in the pricing below.

Task	Services Subtotal
Task Name	
Project Management - ongoing across project lifecycle	\$5,000
Phase 1 - Diagnostics	
Kick-off Meeting (on-site)	\$5,180
Needs Assessment	\$12,200
Technology Readiness Assessment	\$12,280
Enterprise GIS Database Readiness Assessment	\$5,360
Organizational Readiness Assessment	\$5,360
Phase 2 - RoadMap	
Implementation Plan	\$12,280
Draft Final Report	\$3,600
County Review	\$0
Final RoadMap Completion and Presentation (on-site)	\$5,180
Project Complete	
Project Total	\$66,440



COOPERATIVE PURCHASING & COST OF POSSIBLE ADDITIONAL SERVICES

- a. Indicate if the resultant contract can be extended to other San Mateo County Cities and/or public agencies in the San Francisco Bay area upon their request (Yes/No). Your response to this inquiry will not affect the selection decision unless other factors are deemed to be equal by the County.

Yes

- b. List any additional services to the current service plan that you foresee could come up, if any, and list the proposed costs for such services.

No additional services are proposed at this time.



REFERENCES

Our past experience has taught us that the best measure of our organizational capability is due to our extensive list of repeat clients. We believe that this indicates client satisfaction relative to our performance.

Below is a list of clients Timmons Group has successfully provided strategic planning and needs assessment services for in the local, regional, state and federal governments. We have also listed the client contact that can attest to the quality of our work, timeliness, diligence, and our ability to meet budget and schedule. We encourage you to call and inquire how they would rate our management skills, technical competence, commitment to service and project delivery.

York Region Geomatics Information Technology Services

Duncan Rowe, GIS Manager

Phone: 905.830.4444

E-mail: Duncan.rowe@york.ca



Missouri Department of Conservation

Christopher Wieberg, GIS Specialist

Phone: 573.522.4115 Ext. 3220

E-mail: christopher.wieberg@mdc.mo.gov



United States Coast Guard (USCG)

Travis Gibson, Systems Architect

Phone: 757.686.2123

E-mail: Travis.D.Gibson@uscg.mil

U.S. Department of
Homeland Security
**United States
Coast Guard**



Virginia Information Technology Agency (VITA)

Steve Marzolf, Integrated Services Program Director

Phone: 804.416.6019

E-mail: steve.marzolf@vita.virginia.gov





STATEMENT OF COMPLIANCE WITH CONTRACTUAL REQUIREMENTS

Timmons Group has no objections to the terms of the County's contract template, or stated contract venue, and will comply with stated requirements, including but not limited to the following:

- The County non-discrimination policy;
- The County equal employment opportunity requirements;
- County requirements regarding employee benefits;
- The County jury duty ordinance;
- The hold harmless provision;
- County insurance requirements; and
- All other provisions of the standard contract.



System Architecture Review and Planning Project

York Region, Canada

Client

York Region Geomatics,
Information Technology Services
Ontario, CA

Contact

Duncan Rowe
17250 Yonge Street
Newmarket, Ontario L3Y 6Z1
Phone: 905.830.4444
E-mail: duncan.rowe@york.ca



Timmons Group was contracted by York Region's Geomatics and Information Technology Services Branches to complete a project to review York Region's corporate geospatial information infrastructure and develop a project portfolio to advance and optimize the technology infrastructure to meet business needs 3 years out.

The Corporate Geospatial Information Infrastructure (CGII) System Architecture Review & Planning Project was organized into 2 project parts. The primary tasks for the initial System Architecture Review included inventorying and assessing existing conditions within York Region's systems, support tools and support processes. The System Architecture Planning exercise which followed was designed to articulate goals and define projects to meet those same goals. Working with the Region's Geomatics and Information Technology Services branches, the two-part project served to both evaluate the existing conditions, act on any low-effort / high value improvement opportunities, and also chart a road map for continued success.

Project Tasks:

- Examining existing systems
- Developing system architecture diagrams
- Performing stress-tests of web applications and services
- Reviewing the supporting processes and operational tools
- Interviewing business units to link future business drivers and initiatives

Deliverables:

- Current requirements documentation
- Recommendations documentation
- Implementation Schedule and Budgets
- Architecture Design Documents



GIS Strategic RoadMap Statewide, VA

Client

Virginia Department of Environmental Quality

Contact

Herb Ward, GIS Manager
POBox 10009
Richmond, VA 23219
Phone: 804.698.4316
E-mail: Herb.Ward@deq.virginia.gov



Timmons Group worked with the Virginia Department of Environmental Quality (DEQ) to better understand their current issues, identify areas most in need of process management, and develop effective strategies for process improvement. DEQ has regulatory and permitting responsibility for all Air, Water and Land-based activities in the Commonwealth of Virginia. This is a complicated business with room for increased collaboration and communication. Timmons Group, to achieve the project goals, visited all seven DEQ regions engaging stakeholders at all levels. Included in these sessions were upper management and regional directors as well as field staff. Interviews were completed helping to illuminate common issues and areas in need of the most improvement. Issues were ranked and assigned to specific implementation strategies to remediate and / or improve upon current issues. As part of this process, Timmons Group also looked beyond the current issues to create a “RoadMap” for improved processes and more efficient workflows, communication and collaboration.

Key areas included in the RoadMap project included:

Data Requirements / Management – Version management, metadata standards, change management, data collection standards, and Data Maintenance/Synchronization were covered.

GIS Governance – Overall organizational governance and improved decision making capabilities. This included the development of effective task force groups to drive ownership, accountability and stewardship.

Mobile Strategy Development – The team worked with DEQ to develop near-term priorities for mobile computing and field deployment to achieve higher ROI’s from existing GIS wins.

Best Practices Due-Diligence – Peer review and identification of best practice agencies within the GIS community.

Consulting Skills Required:

- Strategic Planning/Needs Assessment
- Business Process Refinement
- Application Architecture Experience
- Services Oriented Architecture Knowledge
- GIS Geospatial Applications Expertise



GIS Strategic RoadMap and Supporting Services

Roanoke, VA

Client

Roanoke Gas Company

Contact

Tom Furcron

519 Kimball Avenue NE

Roanoke, Virginia 24016

Phone: 540.777.3898

E-mail: Tom_Furcron@RoanokeGas.com



Roanoke Gas contracted with Timmons Group to complete a GIS Strategic RoadMap in 2013. Roanoke Gas is looking to expand the use of GIS and remove legacy data and activities from their current operations in order to better support current and future needs. At a high-level, the tasks below are core to the project and evolution of GIS within Roanoke Gas:

Project Tasks

- Provide a High-level GIS RoadMap to identify and support future Enterprise GIS needs
- Perform a formal review and analysis of existing spatial datasets held by the GIS/IT supporting Roanoke Gas
- Develop specific data models for all Roanoke Gas assets
- Define data quality rules and objectives for company assets
- Perform a data conversion pilot for existing datasets into the new system
- Provide recommendations for, and workflows to improve and maintain needed GIS feature classes and infrastructure elements (ongoing Operations & Maintenance)
- Provide QA/QC guidance, tools and procedures for use during data conversion and ongoing maintenance
- Provide implantation support ,including System Architecture Consulting and ArcGIS Server Installation and Configuration to support Enterprise GIS needs
- Develop integration points between the GIS database and existing Roanoke Gas systems, including FileNexus and Vertex Customer Information System (CIS)
- Develop an intranet-based geospatial web application



Enterprise GIS Architecture Development Statewide, MO

Client

Missouri Department of Conservation

Contact

Chris Wieberg
2901 W. Truman Blvd.
Jefferson City, MO, 65109
Phone: 573.751.4115
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Timmons Group worked closely with the Missouri Department of Conservation (MDC) with the development of their Enterprise GIS (EGIS) program. MDC is a large organization including private lands, forestry, fisheries, wildlife, outreach and education, protection and resource science. Given the complexity of the organization, it was imperative that MDC understand how to manage both data and applications. Further, as most of the work that MDC manages occurs on the face of the earth – the management of geospatial information is a key to the department's maturity.

The project included key tasks for the development and maturity of their system architecture and data management. Timmons Group worked with the agency's IT staff to develop sample "workflows" for data usage. This included support for disconnected data editing in remote office, high-accuracy data collection using GPS devices, public-facing smartphone applications leveraging the cloud for storage and enterprise website (both read-only and transactional). Through the development of these workflows, MDC can now take any project that comes along – and align it to one of the support EGIS workflows. This approach both ensures that the architecture supports it – but also puts bookends on what can be supported and removes upfront project "thrashing".

Closely related to the architecture is ensuring proper governance exists for data and systems. Timmons Group worked with MDC to refine the current organizational structure to support EGIS efforts. This included the development of new committee (both business and technical) roles in the organization, and staffing and training plans.

The result of this project is a more mature organization that is "ready for enterprise GIS" and business. The next step in this process is to develop a formal GIS strategic plan that more deeply engages the lines of business and formulates specific strategies and priorities. By taking this approach, MDC can now inform the business that they are in-fact ready to accept new projects, they understand how they will be managed (technically and with governance) and lean on the priorities driven by the business.





Enterprise GIS System

Fairfax, VA

Client

Fairfax County Water Authority

Contact

Ian Stack, Chief, GIS

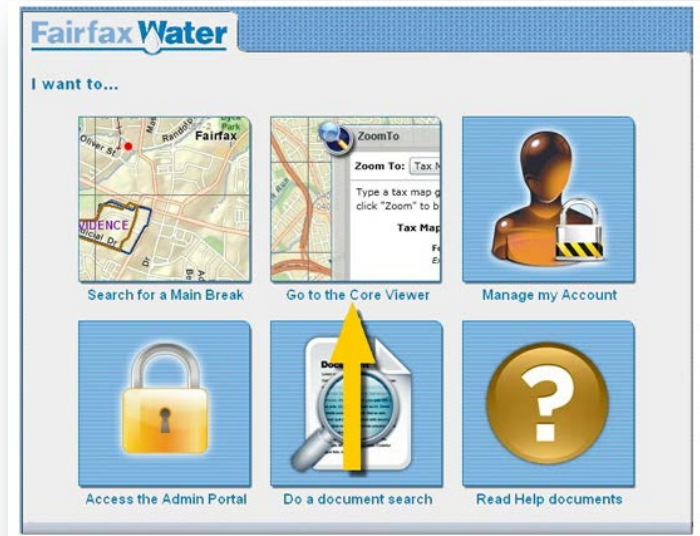
8560 Arlington Boulevard

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E-mail: istack@fairfaxwater.org

Fairfax Water (FW) contracted with Timmons Group to migrate its existing AutoCAD-based mapping system to an ESRI-based Enterprise GIS. The scope of this project consists of an initial Phase 1 discovery of existing mapping systems, infrastructure, and applications that require migration to, or integration with, the future ArcGIS server based Enterprise GIS. The EGIS system is being designed taking into account the future needs of SAP, SCADA and asset management enterprise systems integration. Phase 2 is the implementation phase and will include ongoing system support and enhancements. The high-level Phase 1 project tasks are outlined below:



WUDM Data Model Development and Geodatabase Prototype – design and prototype a Geodatabase Model based upon the design criteria required to support FW's proposed EGIS. This data model, based upon ESRI's Water Utility Data Model (WUDM), provides for a complete data mapping of existing AutoCAD environments, along with future model requirements necessary for future data feature augmentation and systems integration requirements.

Pilot Prototype and Data Mapping Matrix (ETL) - define a pilot conversion area and subsequent conversion batch areas. The resulting data was provided in digital format for FW review and approval. In addition, a cartographic map product of the pilot area will be created and provided to clearly define the expected cartographic map product development capability. The pilot area results will be used to define and refine the GIS data products.

Deliverables:

- Situational Analysis Documentation
- WUDM Data Model Development and Geodatabase Prototype
- IPD Priority and Cost/Benefit Documentation
- Requirements document based on established list of IPDs
- SAP Integration Options Document
- Mobile Computing Recommendations Document
- Staffing and Training Recommendations Document (GIS Management Plan)
- Long Term Data Collection Strategy
- High Level Implementation Plan Document



Enterprise Geospatial Architecture Development

Nationwide, US

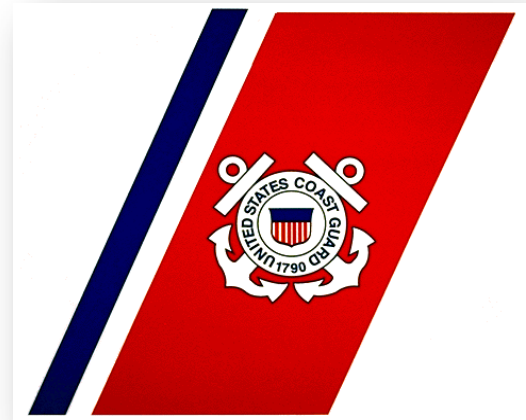
Client

United States Coast Guard

Contact

Travis Gibson, USCG
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Timmons Group was selected by the United States Coast Guard (USCG) to assist with the development of Coast Guard One View (CG1V) - a highly-scalable GIS enterprise architecture framework that will satisfy the Coast Guard's functional and geospatial needs of:



- Improving the user experience by standardizing geospatial functionality and user interface
- Converging geospatial functionality into a common interactive environment.
- Enhance interoperability (btw data, applications, mission areas, and agencies)
- Enhances systems interoperability
- Provides governance process to submit and publish a widget (functionality)

In addition to support for CG1V, Timmons Group also provides the USCG with ongoing support for strategic planning and improving overall operations within the Coast Guard for GIS management.

The project tasks include:

- Extensive strategic planning services and analysis for the GIS framework
- Determining current and future business driven spatial information requirements
- Research and identification of best practices
- Developing recommendations for spatial information focused on processes, policies, procedures, access, security, maintenance and archiving
- Developing a roadmap for future framework capabilities
- Analysis of alternatives for technical frameworks
- Meeting coordination, facilitation and consensus building
- Interface design including wireframes and mock interface development



VITA Enterprise GIS Strategic Business Planning Statewide, VA

Client

Virginia Information Technology
Agency

Contact

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The Virginia Information Technologies Agency (VITA) and the Chief Information Officer of the Commonwealth contracted with Timmons Group for the development of a Strategic Business Plan for the provision and operation of enterprise GIS services for the Commonwealth of Virginia.

Timmons Group project objectives were; Evaluate the current information technology resources and uses in the Commonwealth, provide a comprehensive inventory of geospatial information systems resources in 20 Virginia State agencies, evaluate technical issues that could impact the delivery of services, make recommendations for improvement in operations, existing resource usage, IT infrastructure, and data maintenance, and identify metrics to measure service delivery performance. The result of this project is a comprehensive analysis and plan to guide future geospatial information technology infrastructure use within the commonwealth. The project tasks included:

- Development of questionnaires
- Conducting meetings with key stakeholders and operational personnel
- Research, analysis, and reporting on “best practices” from other States
- Analysis and assessment of existing technology applications (uses), data resources, and IT infrastructure (hardware / software / networking).
- Analysis and assessment of technical skill requirements and the existing staff resource ability to meet the requirements in a timely manner.
- Development of recommendations for improvements in process, data, and infrastructure to reduce cost, improve services, and increase systems reliability and security

Deliverables

- Community meetings
- Analysis reports and spreadsheets
- Power point presentations for community meetings
- Summary power point presentation of project results
- Detailed power point presentation of project results



Esri Parcel Fabric Implementation Services

Jackson County, MO

Client

Virginia Information Technology Agency

Contact

Amber Reynolds

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Timmons Group partnered with Jackson County to upgrade the County's existing parcel mapping systems to Esri's Parcel Fabric in order to take advantage of the current technology and reduce reliance on legacy, custom applications. The existing parcel mapping schema was migrated to a new schema based on Esri's Local Government model, while simultaneously incorporating key elements required by the County. The upgrade to Parcel Fabric provides the County with access to advanced COGO tools to capture survey information and retain the history of the parcels, all without designing custom applications. Timmons Group provided tools, training, and extensive documentation around maintenance of the Parcel Fabric. Tools from Esri's Production Mapping suite (including Workflow Manager, Task Assistant Manager, and Data Reviewer) were configured and delivered to the County to ensure the transition to working with an entirely new, complex dataset would be accomplished smoothly.

Project Tasks:

- Conduct workshops/interviews determining parcel needs
- Creation of a Parcel Fabric Data model based on Esri's Local Government model that incorporates the County's specific needs
- Development of documentation detailing the source datasets, target datasets, and processes needed to translate the data from the source to the target
- Creation of an ETL tool (Extract Transform Load tool using Esri Data Interoperability and FME) to migrate source data into the Parcel Fabric model
- Generate Lot polygons from existing, legacy Lot Tic features
- Create and run Data Reviewer checks to validate processed data, verifying geometry, attributes, and annotation placement
- Creation and testing of overall workflows in Workflow Manager
- Creation and testing of micro-level editing workflows in Task Assistant Manager (TAM)
- Creation of QA/QC tools to check data resulting from the TAM-driven editing process (Data Reviewer)
- Training for delivered Production Mapping tools and Parcel Fabric maintenance



Geospatial Mapping Toolset York Region, Canada

Client

Information Technology Services

Contact

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Timmons Group was contracted by York Region's Geographic Information Services Branch to design and implement Workflow Manager/Production Mapping technology for the management of road, parcel and address point data, and the management of water and wastewater pipe data. The Geospatial Production Mapping Toolset Implementation project was organized into 3 phases.

The first phase focused on York Region's requirements for the management of Parcel, Address and Road GIS data followed by the design and implementation of customized workflows to support this data. These workflows were developed utilizing the latest ESRI ArcGIS 10.1 Production Mapping Toolset.

The Second phase of the project focused on bringing together stakeholders to review the Region's data models and business processes in support of water and wastewater data sets.

The Third phase of the project focused on the design and implementation of customized workflows to support the Region's water and wastewater data management processes. These workflows were developed utilizing the latest ESRI ArcGIS 10.1 Production Mapping Toolset.

Project Tasks:

- Reviewing existing Parcel, Address, Road and Water/Wastewater data sets and workflows
- New workflows to support Parcel, Address, Road, and water/wastewater GIS data in production
- Designing, developing and implementing new workflows utilizing ArcGIS Production Mapping Toolset 10.1 (Workflow Manager, Task Assistance Manager, Data Reviewer)

York Region Production Mapping Toolset: PAR Edit WMX & TAM Outline	
These represent the individual TAM workflows. These are also separated as individual TAM files containing micro-level editing steps. Combined together, multiple TAMs create a complete editing workflow.	
Address Archive	Workflow referring to pasting a record into the Archived Address Points layer.
Address Insert	Workflow referring to creating a feature into the Address Points layer. May also include Address Entrance Point feature.
Address QA/QC	Workflow referring to quality control and assurance at the feature level during an operator's editing process.
Address Update	Workflow referring to updating Address Points or creating/updating Address Entrance Points. Updates may be attributes and/or spatial.
Image Georeference	Workflow referring to georeferencing a plan and alternatively, adding it to the image catalog.
Parcel Archive	Workflow referring to pasting a record into the Archived Parcels layer; this could also include archiving PIR and Roll records into their respective archive tables.
Parcel Insert	Workflow referring to creating a feature in the York Parcels layer. May also include Registered Plan record(s) or Reference Plan record(s).
Parcel QA/QC	Workflow referring to quality control and assurance at the feature level during an operator's editing process.
Parcel Update	Workflow referring to updating a York Parcel feature. Updates may be attributes and/or spatial.
Road Archive	Workflow referring to pasting a feature into the Archived Roads layer. This could also include archiving a Street Name record into the Alternate Street Name table.
Road Delete	Workflow referring to deleting a road segment without archiving it.
Road Insert	Workflow referring to creating a line segment in the Roads layer and accompanying Intersection Points.
Road QA/QC	Workflow referring to quality control and assurance at the feature level during an operator's editing process.
Road Update	Workflow referring to updating a Road or Intersection feature. Updates may be attributes and/or spatial.



Project Management Methodology

Our team will employ a variety of controls and management tools designed to successfully complete the project in a timely manner while keeping the County engaged in the progress throughout the duration of the project.

The nature of strategic review and analysis will require the consultant to work with many different GIS and non-GIS staff members on a number of various project engagements over the course of the contract. Successful completion of these tasks will be dependent upon well-designed and executed Project Management. The Project Management processes will ensure that the right business process specific resources are available, ready, and properly equipped to fulfill County's needs.

Our Approach to Project Management

Timmons Group specializes in delivering enterprise GIS RoadMap plans and working with clients to achieve shared improvement goals across North America. We have accumulated years of experience and lessons-learned that molded our approach to successfully delivering on enterprise projects. We will start by establishing a single point of contact to be assigned as the dedicated resource on the project. That single point of contact will help facilitate the project for a few key items, including:

- Facilitating meetings with the Timmons Group team and the County stakeholders;
- Preparing for and conducting all meetings to gather and refine requirements;
- Facilitating bi-weekly planning meetings;
- Reporting risks and impediments to the team on a daily basis as they arise and formally via a written weekly status report and maintained in a project issue log;
- Maintaining the project work plan, release schedule, and overall project schedule; and
- Maintaining change control on the project and the established project backlog.

Our approach to project management is very “hands-on” and will support constant communication with the County to minimize project risk, remove impediments to progress, and to ensure that we are delivering the best possible. Additionally, Timmons Group will set up a project collaboration website/portal used for project team communication and collaboration. An example project website can be seen later in this section.



Project Communications Processes

Shown below is a summary table of our project communications/reporting methods followed by details of each method.

Reporting Method/ Responsibility	Focus	Participants
Project Kickoff Meeting Responsibility: Project Manager	Establish the necessary Project Management protocols to be adhered to by team members. The Meeting will focus on: <ul style="list-style-type: none">Team IntroductionsDeliverables OverviewReview Role and ResponsibilitiesReview of Project Schedule and Milestones	Project Manager and Key Stakeholders
Project Website Responsibility: Project Manager	This website will provide a repository for project documents, project status, and issue tracking. Project staff assigned this project will have the ability to access, post and edit on the site.	Project Manager
Weekly Project Team Coordination Responsibility: Project Manager	Weekly report of work in progress including completed tasks; planned tasks; anticipated conflicts. Our Project Manager will review these reports and meet with the project team members to determine and schedule the required actions.	Project Manager
Weekly Status Reports Responsibility: Project Manager	Each report will detail significant progress made the previous time period; activities planned for the current time period; and project issues that require resolution.	Project Manager and occasional technical staff as needed.
Monthly Milestone Meetings Responsibility: Project Manager	Overall project direction, performance and progress.	Project Manager and Key Stakeholders
Project Change Control Process Responsibility: Project Manager	A change management process that provides a structured, planned approach to identifying, approving, and implementing changes affecting schedule, costs and scope.	Project Manager

Project Kickoff Meeting

Upon notice to proceed we will convene a project kickoff meeting. This meeting will be orchestrated by the Project Manager and include participation from Key project stakeholders from Team staff and client staff. The Meeting will focus on:

- Team Introductions
- Deliverables Overview
- Review Role and Responsibilities
- Review of Project Schedule and Milestones



Weekly Project Coordination Meetings

Project team members will provide our Project Manager with weekly status reports detailing the work in progress including completed tasks; planned tasks; anticipated conflicts. Our Project Manager will review these reports and meet with the project team members to determine and schedule the required actions. Discussion topics will be logged and made available to all team members.

Project Schedule Coordination

Project scheduling and task management will be proactively monitored using Microsoft Project software. Project schedules, tasks, deliverables, and milestones will be continuously monitored and adjusted as required. An updated project schedule will be made available to all interested parties.

Project Progress Report

Our Project Manager will provide the client's Project Manager with a written weekly or bi-weekly status report, the frequency of which is dependent on the client needs. Each report will detail significant progress made the previous month; activities planned for the current month; and project issues that require resolution.

Project Website

We will provide a secured project website that provides collaboration and common storage area for all project participants. The web site is a means of communicating (it stores all email thru traffic), serves as a file repository (for document upload/download) and a place to establish milestones (calendar for deliverables). A sample project web site is included below for reference.

Project Status Report							
Report Date							
Project Name:							
Project Number:							
Distribution:							
General Matters:							
1. List here							
Key Accomplishments since Last Report:							
1. List here							
Open Task Items:							
MPP ID	Task Description	Start Date	Status	Priority	Deadline	Assigned to	Comments
#	Task Description	Date	Status	Priority	Date	Name	Comment
#	Task Description	Date	Status	Priority	Date	Name	Comment
#	Task Description	Date	Status	Priority	Date	Name	Comment
Note: Status may be: Not Started, in progress, completed or past due. <i>Priority scale:</i> High , Medium , Low . Task item numbers highlighted in yellow are overdue.							
Risks:							
Project Risks and Impediments		Risk/Probability				Mitigation	
Risk Description		Probability	99				Mitigation Strategy
			75				
			50				
			25		X		
			10				
			1	2	3	4	5
			Impact				

Example Status Report



Back to Dashboard | Switch to a different project | Project Settings | My info | Sign out | HELP

NMSLO Lumas Upgrade NM State Land Office

Overview | Messages | To-Dos | Calendar | Writeboards | Time | Files | People & Permissions | Search

Project overview & activity

[New message](#) | [New to-do list](#) | [New event](#) | [New file](#)

THURSDAY, 7 NOVEMBER 2013

File [DR_TAM.zip](#) Uploaded by Jennifer K.

WEDNESDAY, 6 NOVEMBER 2013

File [Project Report 11062013.docx](#) Uploaded by Courtney M.

File [Cleanup.py](#) Uploaded by Courtney M.

File [WMX Admin Utils.zip](#) Uploaded by Courtney M.

Message [Workflow Manager Admin Utils](#) Posted by Courtney M.

MONDAY, 4 NOVEMBER 2013

File [v13.zip](#) Uploaded by Courtney M.

FRIDAY, 1 NOVEMBER 2013

TIMMONS GROUP
YOUR VISION ACHIEVED THROUGH OURS.

Stay up to date on this project

[Turn on email updates](#) to receive a daily digest notifying you of any to-do items or milestones that were added or completed in the last day.

[Project RSS feed](#) (What's RSS?)

People on this project

Timmons Group

Russell Minich
You are currently signed in

Courtney Moore
Latest activity 19 days ago

Example Project Website



Project Schedule

Timmons Group proposes a 4-month schedule for completion (below). As a selected partner for this project, we will endeavor to work with the County to deliver this project within a mutually agreed upon timeframe. We are able to expedite this schedule or make other requested changes based on the needs of the County and availability of County staff and stakeholders. Typically, staff availability on the client side is the biggest schedule driver and, as noted, we are extremely flexible and will work with your team to determine a realistic timeline.

TASK	Month from award					
	1	2	3	4	5	6
Task Name						
Project Management						
Phase 1 - Diagnostics						
Kick-off Meeting						
Needs Assessment						
Technology Readiness Assessment						
Enterprise GIS DB Readiness Assessment						
Organizational Readiness Assessment						
Phase 2 - Road Map						
Implementation Plan						
RoadMap Preparation and Presentation						